

Risk Ref.	Risk Description	Lead Director	Existing Mitigation / Controls	Current Managed / Residual Risk Score (Out of a MAXIMUM of 25) Likelihood x Impact = Total Score			Target Risk Score (Out of a MAXIMUM of 25) Likelihood x Impact = Total Score			Status of Risk ↑ ↓ ↔ *	Associated Wirral Plan 2023-27 Priority or Delivery Theme (select from dropdown - up to 2)		Comments / Progress
				Likelihood	Impact	Total	Likelihood	Impact	Total		Priority 1	Priority 2	
CRR002A/23	<b>Workforce Capacity &amp; Skills - Professional Roles</b> The Council experiences challenges in securing capacity and capability in some professional areas and the specialist skills required for the delivery of key projects, reflects both national and local recruitment challenges in some cases leads to pressures on workforce and service delivery/project delivery.	Director of Law & Corporate Services	Talent strategy in place to support recruitment and retention including Graduate and Apprentice schemes. Updated recruitment process/procedures Benchmarking pay regularly to ensure Council is competitive for talent within the resources and pay framework available, application of Market Rate Supplements where there is a business case Offering fixed term contracts to interim/agency workers Learning and development pathways on Flo Targeted strategies for specialist areas – e.g. Children's Social Care Workforce Strategy 2022-25 Work with care sectors - payment of Real Living Wage Development of leadership and manager skills programme offer to retain staff	2	4	8	2	4	8	↔	Delivery Themes 1. working together to create a more efficient, effective and accessible council	Priority -To deliver council services within the means of the council budget	<b>June 2024</b> Both Workforce related risks to be reviewed in detail with new AD.
CRR002B/23	<b>Workforce Capacity &amp; Skills - Senior Level Roles</b> Changes in key personnel/roles at Senior Level (including DSC/DASS) leads to challenges, loss of corporate knowledge in some areas resulting in pressures on workforce and service delivery/project delivery.	Director of Law & Corporate Services	Use of agency to assist recruitment at strategic level Talent strategy in place to support recruitment and retention Updated recruitment process/procedures Benchmarking pay regularly to ensure Council is competitive for talent within the resources and pay framework available, application of Market Rate Supplements where there is a business case Develop leadership and manager skills programme offer to retain staff	2	4	8	2	4	8	↔	Delivery Themes 1. working together to create a more efficient, effective and accessible council	Priority -To deliver council services within the means of the council budget	<b>June 2024</b> Both Workforce related risks to be reviewed in detail with new AD. Both Directors for Childrens and Adults (DSC/DASS) are now in post.
CRR003/23	<b>Health &amp; Safety Management</b> Failure of officers, members or contractors, visitors to develop, test or sufficiently adhere to health and safety / compliance policies and procedures leads to an incident or exposure resulting in harm to employees / Members / members of the public, legal challenge and reputational damage	Director of Law & Corporate Services	Governance/structure review - changes to Health, Safety and Wellbeing Board and Operational Group. Quarterly reporting to SLT. Hazard specific risk assessment procedures implemented building on experiences of COVID-19 including for the remobilisation of services, reviewed by H&S Team and Public Health. Measures incorporated into general H&S risk assessments. Updated H&S Strategy and Policy rolled out 2021. Refresh of H&S subject specific policies and supporting information. H&S Audit process roll out started (first areas audited Asset Management and Floral Pavilion) to review compliance and arrangements in service areas. H&S Improvement Plan with 7 key themes including dedicated Training workstream Training Needs assessment for all services Training for Directors, responsibilities and roles. H&S Team checks of schools that do not purchase H&S SLA. Annual Director Assurance statement expanded within Annual Governance Statement review processes.	3	5	15	2	5	10	↔	Delivery Themes 1. working together to create a more efficient, effective and accessible council	Delivery Themes 6. working together to create safe, resilient and engage communities	<b>June 2024</b> H&S Team recruitment completed, officers in post. Risk to be reviewed in detail with new AD.
CRR004/23	<b>Financial Stability and Resilience</b> Continued failure to ensure delivery of in year savings and adherence to annual budget leads to longer term financial resilience/management difficulties resulting in service reductions, the withdrawal of Council services to communities, government intervention, S114 declaration.	Director of Finance	Robust and rigorous monitoring of budgets and savings plans in year - included in regular performance reporting to committees Clear financial governance structure - accountability, management and monitoring of budgets. Capital and Treasury Management annual reports to P&R Committee Finance Sub-Committee, Finance training for Members. Review of budget pressures to ensure relevance and refine monetary value £. MTFS is revised on an annual basis, principles detailed therein include ensuring adequate reserves, non statutory services, fees and charges reviews. Agreed by SLT and Policy & Resources Committee and Council. Refreshed Financial Resilience Strategy Scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable Capital Budget arrangements with revised reporting and monitoring via Investment and Change Board. Review and re-evaluation and reprioritisation of capital programme Pension Fund - Triennial valuation ALMFSS/ISS, Asset Allocation, Performance data, Independent Advisors, FSM and lower risk strategies EPS Asset disposal strategy approved by Policy and Resource Committee Roll out of Oracle Fusion ERP/ERM modules for budget forecasts and procurement New Council Plan 2023-27 aligned to MTFP, approved at Council 04/12/23. Budget 2024/25 approved at Council 26th Feb 2024. Change Programme review, report to P&R March 2024.	4	5	20	2	4	8	↑	Priority -To deliver council services within the means of the council budget	Priority -To prioritise those with the greatest needs	<b>June 2024</b> <b>Risk Score Increased</b> Report to July P&R Committee - the process for in-year monitoring of the 2024/25 budget and the proposed approach to 2025/26 budget setting and the key assumptions that will be used.  Significant Governance Issue identified in the 2023/24 Annual Governance Statement.
CRR005/23	<b>Response to a External or Internal Significant Disruption (National/Regional/Local)</b> Failure to respond effectively to a significant disruption inc national directive resulting in a major failure in service delivery, increased financial burden, risk to public and staff safety	Directors of Finance and Neighbourhood Services	Role within Mersey Resilience Forum (MRF) - specialist groups, exercising and development of plans. Participation in National and Regional Exercises - Mighty Oak/Extreme Weather. Emergency response structure - training of SDOs and rota. Strategic Co-ordination Group, operational response led by Tactical Co-ordination Group, when necessary operating through a series of delivery cells. Governance structures adaptable to changing situations. Updated Community Safety Strategy - key priorities and activity Requirement for annual review of Business Continuity Plans, awareness raising with staff. Health Protection Service - Winter Cold & Summer Heatwave Plans Adverse Weather Group - response plan for health impacts from weather warnings Homeless Severe Weather Plan (SWEP) - signed up to by commissioned services Review of UK Adverse Weather & Health Plan (April 2023) - changes to local arrangements and plans. Participation in MRF/national exercises - identify plan improvements and developments (Cyber, Power Outages) Planning for and managing major events with partners and associated learning/update of plans e.g. The Open Development of arrangements for planned disruption - office move to BCD in 2024	3	5	15	2	5	10	↔	Priority -To deliver council services within the means of the council budget	Delivery Themes 6. working together to creates safe, resilient and engage communities	<b>May 2024</b> New Corporate Resilience Manager in post. Review of existing arrangements with report to SLT on plans July - Aug. Review scores at next quarterly review.  Linked to CRR006/23 – Cyber Security.

Risk Ref.	Risk Description	Lead Director	Existing Mitigation / Controls	Current / Residual Risk Score (Out of a MAXIMUM of 25) Likelihood x Impact = Total Score			Selection of Planned Actions			Target Risk Score (Out of a MAXIMUM of 25) Likelihood x Impact = Total Score			Status of Risk ↑ ↓ ↔ *	Associated Wirral Plan 2023-27 Priority or Delivery Theme (select from dropdown - up to 2)	Comments / Progress
CRR006/23	<b>Cyber Security</b> IT security and staff awareness are insufficient to deter, detect and prevent unauthorised access (internal and external) to IT systems, resulting in data breach/loss of access to data and disruption to Council services with increased financial costs.	Director of Finance	<p>Cyber security specific controls: a dedicated cyber security function has been approved by SLT consisting of 4 roles. Cyber Security Manager is in post, recruitment continues for other roles.</p> <p>Technical controls:</p> <ul style="list-style-type: none"> <li>•Endpoint security software – (Investment in Microsoft E5 / Defender)</li> <li>•Eortigate NGFW network firewall</li> <li>• Prevention of downloading of unauthorised software via web filter.</li> <li>• Basic MFA implemented</li> <li>• Next generation endpoint web filter and VPN procured and being implemented.</li> <li>• Commenced Windows 11 new device rollout aligned to Zero Trust architecture.</li> </ul> <p>People and procedural controls: Mandatory all-staff NCSC-approved cyber security training issued to all staff (Cyber Ninja)</p> <ul style="list-style-type: none"> <li>• Membership of NW WARP for cyber security alerting and advice.</li> <li>• Frequent guidance on cyber security posted on intranet pages.</li> <li>• Suspicious email message reporting procedure implemented.</li> </ul>	4	5	20	<p>Technical actions: Replacement of McAfee Antivirus, improvements to Identity and Access such as MFA, conditional access; removal of legacy web facing solutions.</p> <p>People and procedural actions: continued staff awareness and training e.g. code scams in emails; assessment of Artificial Intelligence (AI) uses, benefits and threats; commissioning of a Digital Transformation Partner.</p> <p>Cyber security specific actions: recruitment of Cyber Risk Lead and 2 Cyber Security Engineer roles by April 2024; review of proposals for external accreditation in 2024; review of Cyber Security Policy/activity; implementation of recommendations for Internal Audit reports; implementation of managed security solution consisting of Security Information Event Management (logging), Security Operations Centre, Managed Detection and Response (monitoring/responding)</p>	2	5	10	↔	Priority -To be prepared to innovate and face the future	Delivery Themes 1. working together to create a more efficient, effective and accessible council	<b>June 2024</b> Recruitment activities completed, Cyber Security team is now staffed by 4 individuals working on a mixture of security engineering and compliance activities. Implementation of Windows 11 to 1,000 users, includes replacement web filter and VPN, alignment to zero-trust principles, has significantly reduced risk from user-borne threats. New web filter also has provided reduction in risk related to Data Loss by blocking unauthorised web services. Work ongoing on implementing a SOC/SIEM/MDR solution however a number of technical pre-requisites need to be completed first which are in flight. Target implementation Q3 2024. Annual Pen test currently being arranged aiming for Q3 2024.	
CRR007/23	<b>Climate Response</b> Failure to deliver organisation target (Net Zero 2030) and boroughwide 2041 leads to increased financial costs, pressure on resources, impact on public health, reputation damage, lack of resilience	Director of Neighbourhood Services	<p>Environment and Climate Emergency Policy and action plan, Action Plan Group meets regularly to monitor progress. Annual report on progress to Committee June 2023.</p> <p>Linkages in Wirral Plan - monitoring and reporting on delivery of related priority Dedicated Climate Emergency Manager and Team.</p> <p>Partnership working through Cool Wirral Partnership's Climate Change Strategy, Cool 2.</p> <p>Carbon Literacy training - Bronze status as a Carbon Literate Organisation. 341 staff have received training with 193 awarded silver status</p> <p>Environmental impact assessment for Council contracts.</p> <p>Met target reduction for CO2e (carbon dioxide equivalent) emissions for 2022/23</p> <p>Funding secured from the Low Carbon Skills fund and development of 11 Heat Decarbonisation Plans.</p> <p>DEFRA funding for an education and awareness project on domestic burning.</p> <p>Delivery of a 'Natural Curriculum' programme to teachers of 10 schools, upskilling of Rangers to Forest school Level 4, and subsequent training of 24 primary school teachers to Forest school Level 3.</p> <p>Tree planting strategy inc targets in place. 2022/23 planting of over 21,000 trees through 20 community planting sessions</p> <p>16 Park Rangers trained to utilise e-cargo bikes and trailers.</p> <p>Consultants commissioned to develop an Electric Vehicle strategy for the borough to build on existing arrangements e.g. on-street electric vehicle charging points.</p> <p>Consultation and adoption of the Pollinator Strategy.</p> <p>Progress on the Birkenhead Heat Network Project.</p> <p>Council led a Cool Wirral Partnership task &amp; finish review into low carbon buildings.</p>	4	4	16	<p>Priority actions for 2024/25:</p> <ul style="list-style-type: none"> <li>• Completion of a Power Bi dashboard for streamlined reporting and efficiency.</li> <li>• Progress plans to improve energy efficiency of the Council estate by building on lessons learnt from Leisure facilities.</li> <li>• Delivery of PSDS funded decarbonisation and continued development of a project pipeline through heat decarbonisation plans with support from the Liverpool City Region and Northwest Net Zero Hub.</li> <li>• Integrate heat decarbonisation plans with Asset delivery plans.</li> <li>• Finalise the fleet review and develop an outline business case to transition the fleet to low or zero emission vehicles.</li> <li>• Adoption of the council Electric Vehicle Infrastructure Strategy and publication of a public facing report.</li> <li>• To drive forward an implementation plan for the new Wirral Air Quality Strategy, to include delivery of priorities 9,10 and 11 of the ECE Policy.</li> <li>• Support the update of the Cool Wirral 'Cool 2' Strategy for the borough.</li> <li>• Implement the Social Value Portal to enable environmental outcomes from procurement to be tracked and reported.</li> <li>• Embed carbon impact assessment throughout major projects and financial decisions.</li> <li>• Review and update the risk register with regards to risks from climate change.</li> <li>• Establish a methodology for calculating and reporting carbon sequestration and air quality improvement statistics from our tree stock.</li> </ul>	2	4	8	↑	Priority -To play our part in addressing the climate emergency and protecting our environment	Delivery Themes 5. working together to protect our environment	<b>May 2024</b> <b>Risk Score Increased</b> Carbon equivalent (CO2e) emissions have remained relatively stable, with a slight increase on last year despite a -1.86% reduction in gas use. This can be attributed to increases in the emissions factors for both gas and electricity. Delay in EV Strategy. Total emissions are above the carbon budget targets for 2023/24 and we will continue to miss the targets unless we are able to secure significant investment to decarbonise the council assets.	
CRR008/23	<b>Adherence to corporate policies, procedures, and legislation.</b> Lack of consistent application of policies and procedures, and adherence to legislation (including but not limited to procurement, HR, finance, information management, health & safety) leads to inefficient/ineffective use of resources, residents and staff put at risk and/or legal challenge, resulting in damage to reputation of the Council, financial penalty and injury/loss of life.	Chief Executive	<p>Specialist Area Groups in place for key areas e.g. Corporate Governance, People Strategy, Information Governance, Health, Safety and Wellbeing</p> <p>Regular reporting of key performance information via Organisational Performance Group, SLT to highlight areas of poor/deteriorating performance and agree remedial actions</p> <p>Internal Audit Plan includes areas of financial control, risk and compliance with key areas audited on a more regular basis than others.</p> <p>Review of Public Interest Reports and case studies of other local authorities</p> <p>Annual Governance Statement including identification Significant Governance Issues and associated actions, Director's Governance Assurance Statements</p> <p>Essential and targeted training packages, including on Flo allowing monitoring of completion rates. E.g. Council finances and value for money course for all staff. Information Asset Owner and Administrator training launched Jan 2024</p> <p>Committee Co-ordination and Oversight Group (reps from Governance, Risk, Legal and Finance) to quality assure all key decision committee reports, prior to sign off by SLT</p> <p>Corporate Landlord model has been approved, with a Corporate Property Board and Asset Strategy now in place, to bring a consolidated approach to the management of assets.</p> <p>Staff annual Corporate Governance checklist submission - awareness and understanding of key policies</p> <p>Meetings of Chief Executive with key officers e.g. Chief Internal Auditor</p> <p>Statutory Officers regular meetings (Chief Ex/S151/Monitoring Officer) help to identify and escalate risks/mitigations</p> <p>Review and revision of governance arrangements and terms of reference completed for officer groups: Corporate Governance Group, Investment and Change Board, Organisational Performance Group incorporating the Three Pillars principle.</p>	2	4	8	<p>Completion of the review of Officer Groups - governance/ToR, purpose /membership - development of 3 Pillars approach.</p> <p>Internal Audit reports and associated recommendations - Gifts, Hospitality and Conflicts of Interest, Creditor Duplicate Payments</p> <p>Development of Payment Card Industry Data Security Standards v4 new requirements compliance project - March 2025</p> <p>Populate pipeline for the review and sign-off of contracts has been created as part of the new ways of working.</p> <p>Update of Contract Procedure Rules (CPRs) to reflect the new Procurement Regulations that will come into effect in Autumn 2024.</p>	2	4	8	↔	Delivery Themes 1. working together to create a more efficient, effective and accessible council			
CRR005/22	<b>Safeguarding</b> Failure of Council and partnership working to effectively manage safeguarding risks across all services leading to a safeguarding incident, resulting in harm to individuals and/or families, potential legal challenge, resident dissatisfaction, appointment of commissioners by Government and public scrutiny	Director of Children's & YP Services / Director of Social Care & Health	<p><u>Children's Related</u></p> <p>Multi-agency Safeguarding Arrangements for Children via Wirral Safeguarding Children Partnership (WSCP) - activity led by the LA, health economy and police including: robust local audit and case review procedures. Full Serious Case Reviews and learning reviews.</p> <p>Section 11 and Section 175 audits of individual agency and school safeguarding arrangements, Scrutiny, publication of policies and guidance, a comprehensive programme of multiagency training (online since April 2020) including: Working Together, CE, Neglect, Domestic Abuse, Contextual Safeguarding, Early Help.</p> <p>Serious incidents are escalated to Assistant Director level to ensure that learning and procedures are implemented and followed up.</p> <p>Adoption of the Prevention Framework</p> <p>Close monitoring of referrals and contacts, caseloads to provide early warning and enable staff highlight spike in demand</p> <p>Ongoing work with the CSU to understand the process around incident reporting and embed within contract monitoring arrangements.</p> <p>Members of the Children, Young People &amp; Education Committee have access Power BI Safeguarding reports</p> <p><u>Adults Related</u></p> <p>Participation in Wirral Safeguarding Adults Partnership Board established in 2021</p> <p>DASS contract review including safeguarding requirements</p> <p>Right Care Right Person (RCRP) operating model for Police and Partners</p> <p>S14 audits undertaken</p>	2	5	10	<p><u>Children's Related</u></p> <p>WCSP safeguarding leads have approved commissioning standards</p> <p>Strengthen Provider incident reporting - development of protocol, based on NHSE guidance. Commissioners to be updated on new process and provider contracts varied accordingly. Formalising arrangement with WCCG re STEIS reporting. Contract variations sent to all non NHS providers.</p> <p>Establishment of the Breaking the Cycle programme, encapsulating 8 core projects including: PAUSE, Cradle to Caree, DRIVE with outcomes - 3 year programme to 2023</p> <p>Continue to deliver the new early help model through the design of a new self-help digital tool for families.</p> <p><u>Adults related</u></p> <p>Care Home sector improvements</p> <p>Review of Adults Safeguarding Protection in relation to CQC standards</p> <p>Reporting of incidents to Board Sub-Group and DMT.</p> <p>Review of framework for learning from Safeguarding Serious Incidents - immediate and formal</p>	1	5	5	↔	Priority -To prioritise those with the greatest needs	Delivery Themes 3. working together to promote independence and healthier lives	<b>June 2024</b> Pathfinder funding. Changes to guidance re: involvement of social workers in Section 17 cases may lead to increased risk. Close monitoring required.	

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CRR007/22	<b>SEND</b> Failure to appropriately and effectively identify, assess, meet the need and improves outcomes for children and young people with Special Educational Needs and Disabilities resulting in a statement of action from Ofsted, poor school inspection outcomes, children do not reach their full potential and reputational damage for Children's Services and the Council	Director of Children's & YP Services	SEND Improvement Plan and Self-evaluation co-produced for the last four years - key actions are evaluated regularly through the SEND Operations Group and the SEND Strategic Board reviewing performance and holding to account. External Ofsted review of provision and recommendations - regular Monitoring Meetings by DfE to review progress, last June 2022 Deep dive review of Written Statement of Action - deadlines and progress reviewed, some extended to allow embedding of activity Priorities detailed in the SEND Strategy 2020-24 Role of SEND Transformation Board, monitoring and reporting to CYPE Committee and newly established Wirral Place Based Partnership Board Robust identification and assessment framework in early years, with trained and qualified SEND professionals. Training and development programme for SEND Team SENDLO (SEND Local Offer) website launched - to raise awareness of the SEND local offer in Wirral and signpost families to the support and services they need Delivering Better Value Programme - diagnostic and implementation phases	3	4	12	2	4	8	↔	Priority -To prioritise those with the greatest needs Delivery Themes 2. working together to improve early help for children and families	<b>May 2024</b> The Action Plan in response to the Inspection of Local Authority Children's Services (ILACS) was submitted to Ofsted.  Associated Action Plan is overseen by the Children's Services Departmental Management Team, with update reports presented to the Children, Young People and Education Committee. Key actions are committed to in the Children's Services' Directorate Plan for 2024-25  <b>Significant Governance Issue identified in the 2023/24 Annual Governance Statement.</b>
CRR009/23	<b>Preparation for Inspections - CQC/Ofsted</b> Failure to achieve a rating of 'good' or 'outstanding' in the new CQC inspection or Ofsted could result in reputational damage and considerable staff resource, financial investment requirements to address any areas requiring improvement.	Director of Children's & YP Services / Director of Social Care & Health	Self Assessment and Information Evidence Library submitted undertaken and submitted 3rd May 2024. Theme leads for each of the 4 topic areas, regular meetings to engage all relevant leads from organisations and departments, links with Cheshire and Merseyside ADASS group. Action Plan and clear roadmap developed Fortnightly meetings of Quality & Performance & Quality Assurance Board to monitor and assure progress on required actions. Peer review in March 2024 - positive feedback on progress Forward Workplan with key stakeholders Regular Member and SLT briefings	2	5	10	1	5	5	↔	Priority -To prioritise those with the greatest needs Priority - To deliver high quality efficient universal services to all residents	Notification of site visit date received of the week commencing the 16 September 2024. Visit will include face to face contact or online meetings with: •staff and leaders •partner agencies •people who use care and support services •representative groups  Detailed action log being monitored so that feedback from peer reviews and other identified areas of improvement are progressed in preparation for the review.  Actions also linked to SEND risk CRR007/22.
CRR001/23	<b>RISK TO BE REMOVED</b> <b>Ability to Deliver Effective Change / Improvements and Services</b> Failure to translate into action and deliver changes needed to sustain an effective organisation, sound partnership engagement and governance, and a resilient organisational culture, leads to increased scrutiny interventions/commissioners, inefficiencies/distraction from priorities, financial implications and loss of reputation with external stakeholders.	Chief Executive & SLT	Independent Assurance Panel established Dec 2021 - regular update/progress reports. Regular reporting to P&R Committee DLUHC Recommendations monitoring in place Regular monitoring reports by Independent Assurance Panel Review of Officer Groups - governance/ToR, purpose /membership, Three Pillars approach. LGA Corporate Peer Challenge findings incorporated into improvement/council plans. Wirral Strategic Partnership Group - Partnership Summit held Role in the Liverpool City Region Combined Authority Community, Voluntary and Faith (CVF) Sector Reference Group link to the Health and Wellbeing Board. Wirral Place Based Partnership Board 13/10/22 - governance and terms of reference and reporting arrangements Community Asset Transfer Policy adopted - encouraging the set-up of community-based organisations and cooperatives in the local community Refreshed Wirral Plan, a new four year plan 2023-27, incorporating remaining Improvement Plan activity and monitoring, and aligned to Medium Term Financial Plan approved at Council	0	0	0	0	0	0	X	Priority -To be prepared to innovate and face the future Priority -To deliver council services within the means of the council budget	<b>May 2024 - Risk to be removed.</b> The Independent Panel's final report notes the significant progress the Council has made in delivering its Improvement Plan in the last 2 years. The Panel choosing to step down is a clear indication of their confidence in the Council's ability to manage its continuous improvement agenda noting the priority areas of continued financial stability and effective delivery of the Council's ambitious regeneration programme. An LGA Corporate Peer Challenge (CPC) is being scheduled for later in the year to review the Council's position 6 months after the Panel has stepped away.

The scoring of risks is broken down into 2 main parts; likelihood and impact.

Wirral Council has set definitions for each score banding. These should be referred to when discussing the risk scores to help ensure consistency of scoring over the lifetime of the risk register as well as across different projects and teams around the Council.

The tables below provide the scoring definitions as per the Council's Risk Management Policy.

### Impact and Likelihood Scores

#### Impact

Description	Score	Impact – Financial (Council, department or service area)	Impact - Reputation	Impact – Service Delivery	Impact – Health & Safety (Employees or public)	Impact – Service Objectives
Very Low	1	<2% of annual budget	Letter(s) of complaint.	Minor, very short term (under 24 hours) disruption to a single team or section.	Minor injuries or illnesses, but not resulting in 'lost time'	Minor effect on achievement of a divisional objective
Low	2	<5% but >2% of annual budget	Single adverse report in local media	Some short-term (under 48 hours) disruption to a single team or section, manageable by altered operational routine	Minor injuries or illnesses that require first aid and result in lost time.	Serious effect on achievement of a divisional objective
Medium	3	<10% but >5% of annual budget	Significant adverse publicity in local media	Longer term disruption (up to 7 days) to a number of operational areas within a single location and possible flow on to other locations. Or short-term disruption to a service-critical team or section.	Injuries or illnesses that result in an 'over 3 day' injury, major injury or hospitalisation	Achievement of a divisional objective seriously compromised and / or significant effect on a Directorate objective.
High	4	<15% but >10% of annual budget	Significant adverse publicity in national media. Dissatisfaction with Chief Officer &/or Member	All operational areas of a single location compromised. Other locations may be affected. Or longer-term (up to 7 days) disruption to one or more service critical teams or sections.	Single case of injury or illness that could be fatal, life threatening or cause long-term disability	Achievement of one or more Directorate objectives compromised and / or significant effect on achievement of Corporate objective
Very High	5	>15% of annual budget	Sustained adverse publicity in national media. Chief Officer &/or Member removal or resignation	Multiple locations compromised. Council unable to execute numerous service-critical functions.	Multiple cases that could be fatal, life threatening or cause long-term disability	Achievement of one or more Corporate objectives seriously compromised

#### Likelihood

Description	Score	Narrative	Quantitative (chance of occurrence within 3 years)
Very low	1	Extremely unlikely or virtually impossible within the period covered by the plan	0-5%
Low	2	Unlikely – not expected to occur within the period covered by the plan	6-20%
Medium	3	Possible – may possibly occur at some point within the period covered by the plan	21-50%
High	4	Likely – will most probably occur within the period covered by the plan	51-80%
Very High	5	Almost certain – expected to occur within the period covered by the plan	>80%

### Risk Scoring Table

	Impact →				
	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Very High (5)	5 Very low impact but very high likelihood	10 Low impact but very high likelihood	15 Medium impact but very high likelihood	20 High impact and very high likelihood	25 Very high impact and very high likelihood
High (4)	4 Very low impact but high likelihood	8 Low impact but high likelihood	12 Medium impact but high likelihood	16 High impact and high likelihood	20 Very high impact and high likelihood
Medium (3)	3 Very low impact and medium likelihood	6 Low impact and medium likelihood	9 Medium impact and medium likelihood	12 High impact but medium likelihood	15 Very high impact and medium likelihood
Low (2)	2 Very low impact and low likelihood	4 Low impact and low likelihood	6 Medium impact and low likelihood	8 High impact but low likelihood	10 Very high impact but low likelihood
Very Low (1)	1 Very low impact and very low likelihood	2 Low impact and very low likelihood	3 Medium impact and very low likelihood	4 High impact but very low likelihood	5 Very high impact but very low likelihood